

**THE CITADEL
FACULTY MANUAL**

August 2012

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SECTION I – Introduction

The Citadel Faculty Manual, hereafter referred to as the *Manual*, provides information pertaining to the faculty member's participation in the business of the College and in the College community. The *Manual* presents policies and procedures regarding the principal contractual relationships between faculty and the College, college governance in academic matters, professional development of the faculty, and military rank and promotion.

Section I describes the nature and function of the *Manual*. Section II outlines the procedure for revising the *Manual*. Section III presents the organization of the College and describes the responsibilities of its primary administrators. Section IV addresses the principal contractual relationships between faculty and the College, e.g., policies and procedures for appointment, reappointment, tenure, promotion, evaluation, and reconciliation of grievances. Section V deals with college governance and describes the decision-making process for academic matters. Section VI outlines opportunities provided by the College for professional development of the faculty. Section VII sets forth the professional responsibilities of faculty which have been developed through the mutual agreement of the faculty and the college administration. Section VIII contains information about support services and facilities available to the faculty.

The *Manual* defines what it means to be a faculty member at The Citadel, and because it deals with various policies, it is also a legal document. This edition of the *Manual* includes updates to organizations, policies, and procedures that have changed since the previous edition. Duplicated material that would be primarily referenced from other documents has been removed and referenced whenever possible to help ensure that people are using the most current official policies and procedures. To help with the accessibility of this document, electronic versions of academic documents and policies are available online. Even though some policies and procedures have not changed, the language describing them has been simplified and clarified.

Most of the policy and procedure references in the *Manual* can be found online:

- the Human Resources Policies and Procedures website at https://hrweb.citadel.edu/pol_proced/pol.cfm.
- the Citadel Policies website at <http://www.citadel.edu/policies/>, or
- the Academic Affairs website at <http://www.citadel.edu/root/academicaffairs>.

One note on usage is necessary. The Provost is referred to 122 times in this document and more than 185 times in the previous revision of the *Manual*. The official title is “Provost/Dean of the College,” and the *Manual* uses simply “Provost” to refer to “Provost/Dean of the College.”

SECTION II – Procedures for Changing the *Faculty Manual*

The Office of the Associate Provost for Academic Affairs (APAA) is responsible for maintaining the *Manual*: 1) making sure that it is current, 2) coordinating changes, 3) distributing drafts to reviewing bodies as outlined here, and 4) producing final copies of any given revision. The *Manual* shall be available in the following ways:

1. An electronic copy may be obtained from <http://www.citadel.edu/root/policies/college-regulations>.
2. Office of the General Counsel, currently in Bond Hall Room 182, maintains a print copy of the *Manual*.

These are the only authorized versions. Any online or print copies that are inconsistent with these official versions should be disregarded. Requests to review a printed copy should be directed to the Office of the General Counsel, Bond Hall 182, The Citadel.

Changes to the *Manual* may occur in two ways:

1. The *Manual* will undergo a complete review on a two-year cycle beginning with the 2011-2012 academic year.
2. Changes may be requested at any time by submitting a written proposal to Faculty Council.

The two-year periodic review cycle is mandated in the College Regulations, <http://www.citadel.edu/root/policies/college-regulations>. Each periodic review should begin in the fall of each odd year, and end no later than May of the subsequent even year. Revisions that result from periodic reviews should be dated as May of the even year in which the review is finished. Revisions that result from other proposals may be wrapped into the next periodic review or may necessitate a new version. Any new version should be dated with the month and year that the revision is approved.

Revisions to or changes in the *Manual* can be divided into two categories: 1) changes in the set of topics covered in the *Manual* and 2) changes to policies or information. The faculty decides what topics are included in the *Manual*, through Faculty Council and specifically Faculty Council Chair.

Any member of the faculty, staff, or any organization of the College can propose a change to the *Manual*. Proposed changes must be submitted to the Faculty Council in a format that would allow them to be incorporated in all affected sections of the current version of the *Manual* by additions and/or deletions to that version. The individual or organization proposing a change must present both the specific change and all consequent changes that may be necessary throughout the document.

Academic Board and Faculty Council must both consider any proposed change. Faculty Council will provide Academic Board all recommendations it has received and its actions on each. Academic Board may do one or more of the following: 1) pass the proposal unchanged, 2) support a recommended change which Faculty Council has not supported, or 3) not support a change that Faculty Council has supported. Any changes will be returned to Faculty Council stating the position of Academic Board. Changes that are being given a second review will be considered at the next meeting of Faculty Council, and the resulting actions will be forwarded to Academic Board. Only changes that are supported by both bodies will be forwarded to the Provost for a final decision.

Normally changes will go into effect at the beginning of the next academic year following the change; however, some changes may go into effect immediately.

The Office of the Associate Provost for Academic Affairs will prepare a final draft reflecting the actions of the Provost. This draft will be shared with Faculty Council and Academic Board. If either body feels that further action is needed, it will make its recommendations directly to the Provost and will so inform the other body. The Provost will consider these recommendations and will take final action.

Actions taken by the Provost will be forwarded to the Office of the Associate Provost for Academic Affairs with copies to both the Faculty Council and the Academic Board. The Office of the Associate Provost for Academic Affairs is responsible for making all approved changes and placing the revised version of the *Faculty Manual* on the web and with the Office of General Counsel.

SECTION III – ORGANIZATION AND ADMINISTRATION

A. STATEMENT OF VISION, CORE VALUES, AND MISSION

The current statement of mission, core values and vision is given in Section I.1 of the College Regulations, http://www.citadel.edu/root/images/BOV/Policies/01-bov/college_regulations_after_august_2012_meeting.06-24-12.pdf.

In all its educational programs, The Citadel acknowledges and endorses the teacher-scholar ideal, recognizing that the excellence of all of its programs is dependent upon the quality of its faculty. This ideal is pursued through teaching and lecturing, researching, writing, publishing, and public service. The faculty also addresses audiences beyond the college by sharing their knowledge with other scholars and with the public.

B. BOARD OF VISITORS

The Board of Visitors (BOV) is the governing body for The Citadel. The organization and functions of the Board of Visitors is described in College Regulations, http://www.citadel.edu/root/images/BOV/Policies/01-bov/college_regulations_after_august_2012_meeting.06-24-12.pdf, Section I.2.

C. THE PRESIDENT

The President has the governing authority and responsibility for the administration of the College and all of its activities. This is further described in College Regulations, http://www.citadel.edu/root/images/BOV/Policies/01-bov/college_regulations_after_august_2012_meeting.06-24-12.pdf, Section I.3.

D. PROVOST AND VICE-PRESIDENTIAL-LEVEL ADMINISTRATORS

The Provost is responsible directly to the President for all matters pertaining to the academic functions of the College. The responsibilities of the Provost; Executive Vice President for Finance, Administration, and Operations; The Commandant of Cadets; and a number of other Vice-Presidential-Level administrators are outlined in College Regulations, http://www.citadel.edu/root/images/BOV/Policies/01-bov/college_regulations_after_august_2012_meeting.06-24-12.pdf, Section I.4.

E. ASSOCIATE PROVOST FOR ACADEMIC AFFAIRS

The Associate Provost for Academic Affairs reports to the Provost for monitoring academic progress of members of the Corps of Cadets. The Offices of Admissions, Financial Aid, and the Registrar report to this office. This office has supervisory responsibilities for the Academic Support Center, International Studies and Multicultural Student Services. The Associate Provost for Academic Affairs serves as a member of the annual Senior Rank Selection Board for cadet commanders, and this office coordinates and supervises the work of Company Academic Advisors and cadet Academic Officers.

F. ASSOCIATE PROVOST FOR PLANNING, ASSESSMENT, AND EVALUATION

The Associate Provost for Planning, Assessment, and Evaluation reports to the Provost for ensuring that all aspects of the College are involved in a comprehensive, well-documented assessment process. This office provides support for the strategic-planning process and ensures that planning, assessment, and budgetary activities are coordinated as a continuing cycle in the normal operation of the College. This office is responsible for the Office of Institutional Research, Honors Program, Fellowships Office, and Institutional Accreditation.

G. ASSOCIATE PROVOST AND DEAN OF THE CITADEL GRADUATE COLLEGE

The Associate Provost and Dean of The Citadel Graduate College (CGC) reports to the Provost. Responsibilities include admitting and matriculating all students who participate in the undergraduate and graduate programs of CGC; coordinating all advising activities for CGC students; ensuring that the academic records of CGC students are complete, accurate, and current; ensuring that the master schedules for CGC courses for fall, spring, and all courses for all summer sessions are complete and accurate; conducting registration for all CGC students; ensuring that the citizens of the Low Country are aware of the academic programs provided by The Citadel through CGC and summer school; and serving as the non-voting secretary of Graduate Council.

H. DEAN OF A SCHOOL

The academic departments are organized under five schools, each headed by a Dean: School of Business Administration, School of Education, School of Engineering, School of Humanities and Social Sciences, and School of Science and Mathematics. The Dean of each school is a 12-month administrative faculty member who reports to the Provost and assumes responsibilities in the areas of program development and assessment, external fund-raising, personnel actions, student recruitment, and budget/resource management. The Dean enforces school policy and represents that school within the College and in external matters. The School of Engineering, School of Humanities and Social Sciences, and School of Science and Mathematics have Department Heads that report to the Dean. The School of Business Administration has Associate Deans. The School of Education (SOE) has Division Program Coordinators.

It has been customary in previous revisions of the *Manual* and other documentation (in an effort to avoid potential ambiguities) to write “Dean/Department Head” in recognition of the fact that in Schools without Departments, the Dean would fulfill or delegate those responsibilities. This *Manual* reverts to writing “Department Head” in these cases, and it should be understood that a Dean, Associate Dean or Coordinator may perform that duty.

I. ACADEMIC DEPARTMENT HEAD

The Department Head reports to the Dean and is the chief academic administrator at the department level. Department Heads normally carry a teaching load of two courses each semester and receive a stipend during the term of service. As a faculty member, the Department Head continues to assume responsibilities in teaching, scholarly activities, and service to the institution and the discipline. The Department Head's responsibilities in the area of scholarship may relate to the promotion of the scholarly efforts of the faculty as well as to personal productivity. The Department Head assumes

administrative duties and responsibilities in the areas of department leadership and faculty development, department planning and program assessment, management of department operations, and department relationships within and outside the institution.

1. Department Leadership and Faculty Development

The Department Head is responsible for establishing and maintaining an academic environment that motivates the department faculty to achieve personal, professional goals and to contribute to achieving departmental and institutional goals by articulating, in concert with the faculty, a vision for the department and its programs and a plan for pursuing that vision. The Department Head must, therefore, be well versed in the current issues in higher education and the department's disciplines and should be aware of the latest pedagogical theories related to the teaching of these disciplines. The Department Head must establish and maintain open, effective communication within the department and with other administrative and academic units throughout the institution. As part of an effective communication plan, the Department Head must routinely share information with all departmental constituents: faculty, staff, students, alumni, and the administration. To be effective, the Department Head must seek to develop consensus within the faculty to effect changes necessary to fulfill the department's goals. The Department Head must strive to prevent conflict among faculty members and staff members in the department, and, if conflict should occur, the Department Head must be able to reduce or resolve it.

The Department Head plays a major role in faculty development, both for new faculty members working toward tenure and promotion and for senior faculty who must fill leadership positions in the department and continue to function as excellent teachers and productive scholars in anticipation of post-tenure review. The Department Head has primary responsibility for faculty evaluation on an annual basis and in reviews for probationary reappointment, tenure, promotion, and post-tenure assessment. The Department Head ensures that the department's Professional Standards Policy is current, is in concert with institutional policies, is widely distributed to all department faculty, and is followed.

2. Departmental Planning and Program Assessment

The Department Head is the chief facilitator of planning at the department level and is responsible for ensuring that an assessment plan is developed and functioning for all programs and activities of the department. The Department Head is expected to submit annual assessment reports and annual plans, which should be prepared in consultation with department faculty. Through these reports, the department documents the quality of each of its programs and the actions taken to preserve that quality; presents to the institution its needs in the areas of personnel, equipment, operating budget, and facilities; and makes the institution's administrative officers aware of plans for future program development or change.

The Department Head is also charged with planning and directing all activities related to accreditation and program review.

3. Management of Department Operations

The Department Head assigns faculty to departmental committees, schedules courses, assigns

teaching loads, plans and carries out programs for recruitment of students, develops plans for the advising and counseling of students as well as assesses the success of those plans. He/she administers the departmental budget, sets budget priorities with the advice and counsel of the department faculty and staff, and ensures that funds are expended in an equitable manner. The Department Head is responsible for the management of departmental facilities and equipment, including maintenance and control of inventory. In addition, he/she is responsible for monitoring department security and maintenance and for ensuring that the department provides an environment that is conducive to teaching and learning. Finally, the Department Head is responsible for the supervision and evaluation of the classified staff of the department.

4. Department Relationships Within and Outside the College

The Department Head represents the department in relationships within and outside the College. This responsibility most often relates to interdepartmental communications on curricular matters but is also reflected in the expectations presented for departmental involvement in the life of the College and its students, the local community, and the discipline.

J. SCHOOL OF EDUCATION COORDINATORS

The SOE Dean also serves as Director of Teacher Education and ensures that all teacher education and other professional education programs at The Citadel meet the standards, criteria, and certification requirements set forth by the South Carolina General Assembly, the South Carolina Department of Education, and the accreditation standards of NCATE, CACREP, along with those of its specialized professional associations (SPAs). There are four Division Program Coordinators appointed by the SOE Dean upon approval of program faculty members. The four divisions include: Counselor Education, Educational Leadership, Literacy Education, and Teacher Education. The Division Program Coordinators report directly to the SOE Dean who is the chief academic administrator for the SOE Unit. The duties performed by the SOE Dean and Division Coordinators are defined in The Citadel School of Education, FACULTY HANDBOOK 2012 and is accessible at: http://www.citadel.edu/education/images/files/syllabi/faculty_handbook.pdf.

K. DIRECTOR OF LIBRARY SERVICES

The Director of Library Services is the chief academic and administrative officer of the Daniel Library, including The Citadel Archives & Museum and Friends of the Daniel Library organization. Responsibilities include developing, coordinating, and assessing library faculty and staff; programs; and scholarship and service activities that support the mission, strategic initiatives, as well as core values of the College. The Director reports to the Provost, participates in college governance, and holds faculty rank. The Director serves as a member of the Deans' Council, Graduate Council, and Academic Board.

L. ADMINISTRATIVE DEPARTMENT HEADS AND ACTIVITY DIRECTORS

1. Director of the Honors Program

The Director of the Honors Program reports to the Associate Provost for Planning, Assessment and Evaluation and is responsible for all aspects of the Honors Program including recruiting and admitting students into the program, developing and reviewing Honors courses, selecting and

evaluating Honors faculty, advising all Honors students relative to the program, and administering the Honors Program curriculum.

2. Director of the Academic Support Center

The Director of the Academic Support Center (ASC) reports to the Associate Provost for Academic Affairs and is responsible for the overall administration of the Center and its academic programs. These responsibilities include Director of Services for Students with Disabilities, the Writing Lab, and Supplemental Instruction program, ASC's marketing and campus outreach, the Corps Squad Tutoring Program, and Subject-Area Tutoring. The Center has a full-time office manager, 54 part-time tutors, and two assistant directors. The website: <http://www.citadel.edu/root/asc-about> contains additional information.

3. Director of Multicultural Student Services and International Studies

The Director of Multicultural Student Services and International Studies reports to the Associate Provost for Academic Affairs and provides academic, social, and cultural programs for students; designs programs to increase the recruitment and retention rates of minority students; assists in the development and implementation of policies that facilitate an appreciation of diversity and multicultural issues among all campus constituencies; and serves as the official Access and Equity Representative. The Director also serves as a coordinator for the Higher Education Awareness Program (HEAP) which provides eighth-grade students with resources, strategies, a college database, and a curriculum to assist them in preparing for college. The Office of International Studies acts a clearinghouse for information regarding study abroad opportunities for undergraduate students and assists students with the application process for Study Abroad Programs. In addition, this office also has direct responsibility for the Citadel Success Institute (CSI) held each summer. The Director interviews and hires all of the staff for the CSI program and works with the Associate Provost for Academic Affairs and Department Heads to arrange for faculty to teach the academic courses in the CSI program.

4. Director of Institutional Research (IR)

The Director of Institutional Research reports to the Associate Provost for Planning, Assessment, and Evaluation and supports college-wide strategic planning, assessment, and accreditation review processes by gathering, verifying, and analyzing data and information which can be used for those purposes. IR can create, administer, and track surveys and their results, either online or in print. The Director prepares institutional reports for the Integrated Postsecondary Education Data System (IPEDS) and the South Carolina Commission on Higher Education (CHE), and provides data and information for reports to other state and federal agencies as requested. The Director of Institutional Research is available to assist with gathering data and developing information for reports on the assessment of goals for program outcomes, CHE program reviews, external accreditation studies, and institutional goals. The Office of Institutional Research is responsible for the administration of and staff training for the Banner Operational Data Store, Enterprise Data Store, and Cognos reporting tools.

M. FACULTY AND STAFF UNIFORMS, MILITARY RANK AND PROMOTION

The wearing of uniforms and insignia by tenured and tenure-track faculty is prescribed in [College](#)

[Regulations,http://www.citadel.edu/root/images/BOV/Policies/01-bov/college_regulations_after_august_2012_meeting.06-24-12.pdf](http://www.citadel.edu/root/images/BOV/Policies/01-bov/college_regulations_after_august_2012_meeting.06-24-12.pdf), Section I.7. The policy Faculty Positions With Military Rank, https://hrweb.citadel.edu/pol_proced/ppunifmregs.cfm, gives the military rank and military promotion process for Instructor, Assistant Professor, Associate Professor, Professor and Department Heads. Memo 2-7 Administrative Staff Positions With Military Rank, http://www.citadel.edu/root/images/BOV/Policies/02-president/2-7_administrative_staff_positions_with_military_rank.10-15-11.pdf, is the policy that governs wearing of the uniform, military rank and the promotion process for administrative staff.

Faculty members who are given probationary tenure-track appointments will receive commissions in the Unorganized Militia of South Carolina and will be required to wear the military uniform as described on The Citadel's Human Resources Policies and Procedures website: Staff and Faculty Uniform Regulations, https://hrweb.citadel.edu/pol_proced/ppunifmregs.cfm.

Among the officers in the ROTC units, the Department Head is normally accorded the rank of Professor. All other officers, irrespective of commissioned rank or years of service, are designated as Assistant Professors.

N. STUDENT BODY

The College Regulations, Sections I.9 and I.10 respectively, describe the composition, organization, and direction of the student body.

O. PLANNING & ASSESSMENT PROCESSES

1. Planning Process of the College

The Citadel's Board of Visitors has approved a two-tiered planning process for the College.

a. Level I (Strategic) Planning

The Citadel conducts campus-wide strategic planning processes that engage faculty and staff in discussions of the College's goals and future vision, culminating in a series of published strategic planning documents. The College utilizes a cyclical planning model that links strategic initiatives, objectives, and actions with resources, performance indicators, assessment techniques, and continuous improvement strategies. While strategic planning is a continuing process at The Citadel, on a three-year refresh cycle, or as internal or external circumstances may dictate, the College engages in a formal review of the current strategic plan each spring. This review must be comprehensive enough to address all of the Citadel's resource allocation responsibilities (personnel, space, and support funds) and all program areas (instruction, administrative and student services, academic support, athletics, and physical plant). The aim is to ensure that the planning process is driven by assessment of institutional effectiveness and takes into account all relevant educational, economic, social and public policy variables, trends, and realities and that it leads the College toward informed decisions about institutional priorities and goals. As endorsed by the President and the Board of Visitors, these Level I plans become the Strategic Plan for the College.

b. Level II (School/Department/Unit) Planning

Each budgeted school/department/unit prepares an annual plan within the context of the Strategic Plan and the additional action plans prepared by the Provost or Vice Presidents.

Because the implementation of a Strategic Plan is at least as important as the Plan itself, the Strategic Planning Committee (SPC) monitors the implementation of each strategic plan and serves as the nucleus of the institutional planning process. The SPC is chaired by the Provost and consists of the Chair of the Faculty Council, Chair of the Staff Council, Vice Presidents, Associate Provosts, Foundation Director, Chair of the Strategic Planning Committee of the Board of Visitors, and representatives from the Academic Board.

The SPC is responsible for reviewing Level 1 plans in response to the strategic initiatives or planning priorities determined through the strategic planning process and making recommendations regarding these plans to the President and the BOV.

Once Level 1 plans are approved by the President and the Board of Visitors as the Strategic Plan of the College, the Associate Provost for Planning, Assessment, and Evaluation monitors progress and produces an annual strategic planning update that highlights accomplishments over the past year.

As the College's chief planner, the President is ultimately responsible for all strategic decisions and goals which come from the strategic planning process and meets regularly with the Strategic Planning Committee to receive updates on their progress and to provide necessary information and guidance. The President is in regular contact with the Provost/Dean of the College, the Executive Vice President, the Vice Presidents, the Commandant, the Director of Intercollegiate Athletics, and the Board of Visitors about the activities of and the recommendations issued by the Strategic Planning Committee.

2. Assessment Process of the College

Each budgeted School/Department of the College presents an annual assessment report on its programs/services/activities via Task Stream Accountability Management System each June. These reports include the following components:

a. Mission/Purpose

Provide a brief and concise statement of mission/purpose of the activity and its various programs. This mission and purpose should be in concert with the Strategic Plan of the College.

b. Desired Learning Outcomes and/or Programmatic Outcomes

State briefly and concisely in terms of measurable outcomes the desired student learning outcomes or programmatic outcomes that will be observed to determine how effectively the mission/purpose is being accomplished.

c. Assessment Techniques

Describe briefly what assessment techniques will be used to measure student learning or programmatic impact.

d. Assessment Results

Describe briefly the assessment results and implications.

e. Continuous Improvement Efforts

Describe how assessment results are utilized to make continuous improvements.

3. Assessment Techniques of the College

a. Faculty Assessment and Analysis Team:

The Faculty Assessment and Analysis Team is chaired by the Associate Provost for Planning, Assessment, and Evaluation and is comprised of faculty representatives from each of The Citadel's five academic schools and the Daniel Library. The team's mission is to foster a culture of assessment and continuous improvement within the institution, conduct general education assessments, and assist academic units with programmatic assessment.

b. The Citadel's E-Leadership Portfolio

The Citadel's E-Leadership Portfolio is a four-year campus-wide initiative designed to document principled leadership and assess leadership knowledge, competency, and growth over time. The electronic portfolio also serves as a powerful mechanism for assessing general education learning outcomes, providing program-level assessment, and informing institutional continuous improvement efforts.

The E-Leadership Portfolio is designed to mirror The Citadel's Leadership Development Model, which is organized within four over-arching pillars: the academic pillar, moral and ethical pillar, military pillar, and physical effectiveness pillar. Assessment activities within the electronic portfolio are embedded within each pillar and graded by cross-campus teams of faculty and staff. The majority of the E-Leadership Portfolio artifacts use the American Association of Colleges and Universities (AAC&U) VALUE rubrics to assess student performance and growth over time.

P. DECISION/RECOMMENDATION-MAKING PROCESS FOR ACADEMIC MATTERS

The Citadel faculty has jurisdiction over the academic programs of the College. This responsibility is carried out through the following representative bodies:

1. the Academic Board, which consists of the Provost, the Associate Provosts, all Deans, Associate Deans, and Department Heads;
2. the Faculty Council, which consists of elected representatives from each school/department;
3. Standing Committees of the Faculty, which are established and charged by the Faculty Council and are staffed annually by the Committee on Committees of the Faculty Council;
4. the Graduate Council, which consists of faculty representatives of those schools/departments offering graduate programs;
5. Standing Committees of the College; and
6. Ad hoc committees appointed by the Faculty Council or the Administration.

Matters related to the undergraduate curricula are presented to the Standing Curriculum and Instruction Committee of the Faculty which is responsible for making recommendations to the Academic Board. Matters related to the Core Curriculum are presented to the Core Curriculum

Oversight Committee which is responsible for making recommendations to the Academic Board. Matters related to the graduate curricula are presented to the Graduate Council which is responsible for making recommendations to the Academic Board. The Graduate Council also submits to the Academic Board matters of academic policy and procedure that do not affect the College as a whole. The Academic Board is then responsible for providing recommendations to the final decision/recommendation making authorities. Matters of academic policy or procedure that could have college-wide consequences are considered as described in the following paragraphs.

The Chairs of the Academic Board, Faculty Council, and Graduate Council are responsible for ensuring that issues presented to any of these bodies are shared with the others to ensure a broad awareness of the actions under consideration by the College.

Regardless of their origin, items with potential college-wide consequences are considered first by the Faculty Council, and deliberations are conducted as follows:

1. If an item of college-wide significance is presented to the Faculty Council, the item must be forwarded to the Academic Board for further consideration regardless of the action of Faculty Council, even if that body elects to take no action.
2. If an item is approved by both the Faculty Council and the Academic Board, it is sent to the appropriate decision-maker, generally the Provost.
3. If an item is approved by the Faculty Council and modified by the Academic Board, it is then returned to the Faculty Council and, if approved by that body, is forwarded to the appropriate decision-maker, generally the Provost.
4. If an item is approved by the Faculty Council, modified by the Academic Board, returned to the Faculty Council, and not approved by that body, then both versions of the item go forward to the decision-maker as recommendations.
5. When a recommendation requires a change in College Regulations or a formal action by the BOV, the Provost is responsible for making a formal presentation to the Board.

SECTION IV– FACULTY

The policies described in this part have generally been developed by faculty committees, reviewed by the Faculty Council and the faculty as a whole, approved by the Academic Board and the President, and enacted by the Board of Visitors. Some sections of Section III deal with personnel matters and refer to policies established by the General Assembly of South Carolina. The Director of Human Resources is responsible for maintaining the currency of sections describing State policies.

A. COMPOSITION

The Faculty of the College consists of the President; the Provost; the Associate Provosts; the Academic Deans and Associate Deans; the Director of the Library; members of the permanent faculty who are tenured or on tenure-track in the academic ranks of professor, associate professor, or assistant professor; instructors; and officers detailed for duty at the College by the Department of the Army, the Department of the Air Force, or the Department of the Navy. The current faculty roster is available from the Office of the Provost.

Tenured and tenure-track faculty may be hired at the academic ranks of Assistant Professor, Associate Professor, or Professor. As a general policy, new members of the faculty are employed at the lowest academic rank commensurate with the duties to be assumed.

Members of the faculty who retire at the end of a fall semester are entitled to one-half of their annual salary for the academic year (1 September to 31 August). Faculty members who retire at the end of a spring semester, or not later than 31 August of that year, are entitled to a full year's salary.

The President is required to give six months' notice to the Board of Visitors, and other members of the faculty are expected to provide three months' notice to the President before resigning or retiring.

B. RECRUITING/SELECTION

The Human Resources Faculty Recruiting/Selection Policy, <http://www3.citadel.edu/hr/employment/FacultyStaffHiringProcess.pdf>, gives the process for recruiting and selecting faculty. Please read that policy before reading this section of the *Manual*. This section of the *Manual* adds additional details about that process. If there is a conflict, the material here does not supersede any required legal processes or policies. Search committees must also make sure that the Immigration Sponsorship Policy, http://www.citadel.edu/root/images/Human_resources/ImmigrationSponsorshipPolicy.pdf, is followed when recruiting and selecting applicants.

Unless otherwise indicated, applications, résumés, and all material requested in the advertisement from applicants are sent directly to the Dean, Department Head, or Search Chair, as appropriate. Copies are made of those materials deemed necessary to enable the Search Committee to do its work, and all materials are forwarded to Human Resources. Applicant names, addresses, and pertinent information will be kept in a computer applicant database file in Human Resources. Human Resources will acknowledge each application with a letter and will provide each applicant an EEO form and a self-addressed envelope. Human Resources will develop a position file for each applicant and will maintain a checklist to track complete applicant files for each faculty search. At the end of the recruitment deadline, all applications and materials will be forwarded to the Affirmative Action Officer for screening and EEO information. After reviewing all applications and other appropriate materials, the Affirmation Action Officer will forward the applications, materials, and any guidance he/she deems appropriate to the hiring Dean/Department Head. The Search Committee should then meet with the Affirmative Action Officer prior to reviewing the applications. The Dean/Department Head will then request approval from the Provost to invite candidates to campus.

Each Search Committee will determine its own operating procedures to include methods for:

- reviewing applications
- selecting those candidates to be invited to visit campus
- ensuring that school/department members, the Provost, and the Dean/Department Head have opportunities to meet each candidate
- ensuring that candidates have the opportunity to meet with students

- ensuring that each school/department member and student involved has the opportunity to express his/her opinions regarding each candidate, and
- ensuring that the candidate has both oral and written facility in the languages in which assigned courses are to be taught and in which he/she will deal with students.

The Search Committee Chair and the Department Head will arrange for campus visits. During the visit, each candidate must complete a form for a background check by South Carolina Law Enforcement Division (SLED). Normally, this is handled by the Department Head. The number of campus visits will depend on the applicant pool and the funding available. The Search Committee Chair is responsible for compiling and retaining complete notes on the important issues regarding the selection or non-selection of each candidate. The notes must be kept until three years after the search is complete. These comments should be job-related and provide legitimate reasons for the recommendation of the committee.

The Search Committee will present its recommendations to the Department Head, and the Department Head is responsible for negotiating with the candidate. However, formal offers for all faculty positions will come from the Provost. When the job offer letter is returned by the applicant, processing will begin by Human Resources. After an offer letter is accepted, the Department Head/Dean should inform the candidate that they will attend a one-week faculty orientation session.

Human Resources will send letters to all non-selected candidates, and all documentation pertaining to recruitment, including advertisements, résumés interview notes, applications, and EEO forms will be retained by Human Resources. The Office of the Provost provides Human Resources with a copy of the official job offer and acceptance letter for each new faculty member. A copy of the official transcript is kept in the Office of the Provost. The Citadel's process for faculty recruiting and selection is available on The Citadel's website at <http://www3.citadel.edu/hr/employment/FacultyStaffHiringProcess.pdf>.

C. ENGLISH FLUENCY POLICY

College Regulations, Section II.6 defines the English Fluency Policy for faculty. http://www.citadel.edu/root/images/Policies/college_regulations_after_august_2012_meeting.06-24-12.pdf.

D. EQUAL OPPORTUNITY, AFFIRMATIVE ACTION, NON-DISCRIMINATION

The memo Notice of Nondiscrimination outlines the Citadel policy on nondiscrimination. The Memorandum on Equal Opportunity outlines the Citadel EEO and AA policies. More information is available online at http://www3.citadel.edu/hr/oeo/eo_federal_college_pol.html.

E. SEXUAL HARASSMENT STATEMENT

The memo Notice of Nondiscrimination outlines the Citadel policy on sexual harassment as well as nondiscrimination http://www3.citadel.edu/hr/oeo/eo_federal_college_pol.html.

F. ENDOWED CHAIRS

Through the generosity of private donors, The Citadel has established a number of endowed faculty

chairs. These prestigious limited appointments may be awarded, within the guidelines of the Deed of Trust, to a tenured member of the faculty or to an individual who has been hired for a fixed-term. Normally, the term of appointment for an endowed chair is no more than three years with the option to extend for an additional period of no more than three years. The length of appointment and conditions of extension will be stated in the position announcement.

Several endowed chairs are to be held by the Dean of a school and are held as long as the individual holds the associated Dean position.

Endowed chairs are intended to enable the school/department or the College to address a specific issue or to provide a particular expertise. In order to take full advantage of the advanced knowledge or experience that must characterize a chair-holder, he/she should normally teach only advanced undergraduate and graduate courses and should carry a teaching load of no more than six-credit hours each semester.

When an endowed chair not associated with the position of Dean of a school becomes vacant, the Dean/Department Head will appoint and charge a Search Committee of at least five members with at least one member coming from outside the School/Department. When practical, the outside member will be a current endowed chair. The Search Committee will select its own Chair and will carry out all responsibilities.

An Endowed Chair is expected to provide leadership for the faculty and represent the College. Campus visits by candidates should be broadly advertised. The Search Committee should solicit evaluations from Faculty within the School/Department and from across the College. The Search Committee will present its recommendations to the Dean/Department Head who is responsible for negotiating with candidates and presenting formal recommendations to the Provost. Appointments or extensions will be made by the Provost.

When an Endowed Chair is associated with the position of Dean of a school, the selection process is outlined in Section V, C.

Currently, The Citadel has established the following Endowed Chairs:

School of Business Administration

Alvah H. Chapman Chair

Francis M. Hipp Chair

Robert A. Jolley Chair, and Dean of Business Administration

School of Engineering

Louis S. LeTellier Chair, and Dean of Engineering

School of Science and Mathematics

Traubert Chair in Science and Mathematics

Department of History
Mark W. Clark Chair

Department of Political Science
John C. West Chair

G. ENDOWED PROFESSORSHIPS

Through funds provided by the State of South Carolina and the generosity of private donors, The Citadel has established a number of Endowed Professorships. These professorships enable a School or Department to address a particular issue or to recognize the personal or professional accomplishments of a particular member of the Faculty. The award is for a fixed period of time, normally no more than three years, and a stipend is included, in addition to the person's normal salary, either during the academic year or as a summer stipend.

Once an Endowed Professorship becomes available in a particular Department, the Department Head shall appoint a review committee of at least three with at least one outside faculty member to consider the stated conditions of the Endowed Professorship and make recommendations concerning its use within the school/department.

When an individual is nominated to receive a professorship in recognition of personal or professional accomplishments, the Department Head appoints a School/Departmental Review Committee of at least three with at least one outside representative. This committee elects its own Chair and conducts a thorough review of the recommendation to include soliciting local and outside comments on the work of the individual as it relates to the purpose of the professorship. The Committee makes a recommendation to the Department Head who is responsible for making a recommendation to the Provost. This recommendation shall address the appropriateness of the award as well as a recommended period of appointment. Appointments will be made by the Provost.

Should the School/Department or College wish to address a particular issue through a professorship, the Dean/Department Head will appoint a Review Committee of at least three with at least one outside representative. This Committee will elect its own chair and will draft a Request-For-Proposals for the professorship to ensure that the Review Committee understands fully the purpose of the professorship. Before release, the draft is reviewed and approved by the Dean/Department Head. Proposals must provide specifics regarding the process by which the issue presented will be addressed, to include the length of the process, resources needed, and results expected. The Review Committee will consider all proposals and make its recommendation to the Dean/Department Head who is responsible for making a recommendation to the Provost. This recommendation will address the validity of the approaches presented and their likelihood of success. Appointments will be made by the Provost.

In either case, the Letter of Appointment for an Endowed Professorship must include the term and expectations of the appointment; criteria for renewal, if appropriate; amount of the stipend or other support to be provided; and effects of the professorship on the normal responsibilities of the

recipient.

Currently, The Citadel has established the following Endowed Professorships:

Department of Electrical and Computer Engineering
William States Lee Endowed Professorship

Department of Political Science
Westvaco Endowed Professorship

Department of Psychology
Arland D. Williams Endowed Professorship

H. ADJUNCT FACULTY

The Citadel is committed to maintaining tenured and tenure-track faculty for teaching. However, there are situations that justify using adjunct faculty (hereafter “adjunct(s):”

1. when a department feels that a specialized course should be offered, but the expertise is not available among full-time faculty;
2. when all full-time faculty have been assigned full teaching loads and a need for further course offerings can be justified by the Department Head.

The following principles should apply when using adjuncts:

1. See section VII.C. on teaching responsibilities for undergraduate and graduate courses.
2. The ratio of adjunct to full-time faculty is to be carefully monitored by a Department Head. To the extent consistent with program integrity, course offerings should be controlled to avoid the unnecessary use of adjunct faculty. When appropriate, one adjunct should handle multiple teaching assignments rather than using multiple adjuncts.
3. Official transcripts for each part-time or full-time adjunct must be on file in the Provost’s Office. The Department Head is responsible for ensuring that this requirement is met.
4. The English Fluency Policy applies to adjuncts, except adjuncts are not expected to give presentations to students and faculty as part of the hiring process. http://www.citadel.edu/root/images/Policies/college_regulations_after_august_2012_meeting.06-24-12.pdf.
5. Adjuncts teaching undergraduate courses will normally hold a Master’s Degree. Adjuncts graduate-level courses will normally hold the terminal degree. For some courses, a Department may decide that a Master’s Degree or work experience is sufficient qualification. If the appropriate degree has not been earned, the Department Head must document and keep on file the experience, scholarship, or other activities that qualify the instructor.
6. The Department Head is responsible for communicating the following:
 - a. information about classrooms, course meeting times, office space, college calendar, available services, and support facilities;

- b. detailed information about course objectives, academic standards, relationship of the particular course to other offerings or to a program, information to be provided in the course syllabus, etc.;
 - c. information about final examinations, class attendance, grading practices, and deadlines;
 - d. expectations in terms of student advising, availability for student consultations, requirement of office hours, etc.;
 - e. channels to be used for communicating on such items as student withdrawals and student enrollment.
7. The performance of an adjunct is evaluated by the Department Head like tenure-track faculty, except there is no *expectation* of research, committee work or service, unless specified by contract.
 8. Adjuncts who repeatedly and consistently teach as part of a program may be included in regular departmental and college-wide meetings.
 9. The rate of compensation for adjuncts is established college-wide, and any deviation from established rates must have the prior approval of the appropriate Dean.

I. INSTRUCTOR FACULTY

The Instructor position is a full-time, non-tenure-track position with a specified contractual period. Full-time Faculty who are hired in an Instructor position are evaluated like tenure-track faculty, except there is no expectation for research. An Instructor can and should participate in Departmental and College-wide affairs and service.

J. EMERITI FACULTY

The Board of Visitors has adopted the following policy concerning Emeriti Faculty. The Citadel will confer emeriti titles upon worthy retiring members of the faculty, subject to the following policy:

1. In recognition of meritorious service, the title of emeritus may be conferred on Professors and Associate Professors who, at the time of their retirement, have served a minimum of 15 years at The Citadel. The minimum service of 15 years can be waived under extenuating circumstances upon the recommendation of the appropriate Department Head.
2. Recommendations for emeritus status are made by a Department Head to the Provost.
3. These honors will be conferred only with the approval of the Provost.
4. Faculty so designated will be recognized at a General Faculty Meeting, and their names will be listed in the *College Catalog* under a separate heading.
5. The rights and privileges granted to Emeriti Faculty include the following:
 - a. invitations to academic functions and cultural events;
 - b. access to Library services and other college facilities, except for housing, just as for active faculty;
 - c. the allocation of office space, if available, for research and study purposes on a semester-by-semester basis;
 - d. continued use of a Citadel email account;
 - e. Faculty rates for athletic events.

K. ORDER OF PRECEDENCE AMONG FACULTY RANKS

By tradition, for faculty rosters for various ceremonial activities such as processions, and for certain kinds of service on departmental and college-wide committees, it is important and useful to recognize rank and precedence among faculty. The academic ranks shall be, in order of precedence:

1. Professor
2. Associate Professor
3. Assistant Professor
4. Instructor

Precedence within each rank shall be determined by the following rules, applied in order:

1. date of appointment to that rank
2. date of terminal degree
3. alphabetical order of names in last-name-first order

Among active duty officers, the following equivalencies shall hold for matters requiring academic precedence among active duty military officers:

Lieutenant Colonel/Commander	Professor
Major/Lieutenant Commander	Associate Professor
Captain/Lieutenant	Assistant Professor

Faculty precedence should not be a dominant factor in internal school or departmental operations or organizations, nor in committee assignments. It shall not be used in determining eligibility for campus housing. Precedence shall apply only to official faculty listings and to academic processions or other academic ceremonies.

L. COLLEGE MARSHAL

There is a tradition at many colleges and universities of honoring the faculty member currently serving who has the most years of service. At The Citadel, this person is given the title of “College Marshal.” The College Marshal is recognized with the honor of walking at the head of the Platform Party during processions such as Convocation and Commencement.

If the longest-serving faculty member declines or is unable to serve, the honor passes to the next longest-serving faculty member who is willing to serve. This position should not be filled by any other mechanism or process, such as election or volunteering. Years of service at The Citadel represent the only mechanism that preserves the meaning of the tradition.

M. ACADEMIC FREEDOM

College Regulations, Section II.4 and Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty discuss academic freedom. http://www.citadel.edu/root/images/BOV/Policies/03-provost/prob_etc_faculty.pdf.

N. POLITICAL ACTIVITY

The Citadel enthusiastically supports the American political process but by necessity remains

apolitical and endorses no party or candidate. Faculty, staff, and students are encouraged to participate in politics as individual citizens but are enjoined from any actions which may be interpreted as representing a Citadel political point-of-view or which commit The Citadel to actions which appear to favor a political candidate or party. Employees should exercise extreme care to avoid attracting unfavorable attention to the College when involving themselves in politics, especially when pursuing public office.

The Hatch Political Activities Act, 1939, as amended, does not prohibit or make unlawful the political candidacy of any officer or employee of any educational or research institution, establishment, agency, or system which is supported in whole or in part by any state.

It is understood that time devoted to political activity must not interfere with the normal performance of Citadel duties.

O. ANNUAL FACULTY EVALUATION PROCEDURES

The State of South Carolina requires that each state employee be evaluated annually. Each year faculty members are evaluated by Deans/Department Heads, and the Personal Data Sheet is the instrument through which faculty members provide documentation on which evaluations are based.

P. TENURE AND PROMOTION

College Regulations, Section II.4.b. refer to the academic appointment with continuous tenure. Academic tenure and promotion are awarded in accordance with Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty, General Order No. 4. http://www.citadel.edu/root/images/BOV/Policies/03-provost/prob_etc_faculty.pdf.

Q. POST-TENURE REVIEW

The Policy on Post-Tenure Review, discusses review policies and procedures for tenured faculty. http://www.citadel.edu/root/images/BOV/Policies/03-provost/post_ten_rev.pdf.

R. EVALUATING INSTRUCTIONAL EFFECTIVENESS

The Citadel uses three instruments to evaluate instructional effectiveness:

1. Peer Review
2. Student Evaluations of Instruction
3. Personal Data Sheets

Peer Review normally consists of in-class observation by one or two peers with a follow-up meeting for face-to-face courses. Un-tenured faculty, including adjuncts and instructors, should be observed once per year during the probationary period. Tenured faculty should be observed as part of the post-tenure review process.

Student evaluations are completed each semester and distributed to instructors a few weeks after the end of each semester.

Full-time faculty members complete a Personal Data Sheet (PDS) for annual performance evaluations by their Department Head or Dean. The PDS asks for information in the three areas of teaching, research, and service. The Associate Provost for Academic Affairs normally distributes the PDS early in spring of the year following the calendar year that is under review. "Annual" here means the previous January-December. In a year when a faculty member is applying for tenure or promotion, the PDS is completed in November or December in order to include that information in the portfolio. Adjuncts and other part-time visiting faculty normally do not complete a PDS for their evaluations.

S. COMPENSATION

Full-time, tenure-track academic faculty members are employed at an annual salary for nine months teaching. When funds are available, merit salary increases are approved by the Provost upon the recommendation of the appropriate Dean/Department Head. These recommendations are based on an evaluation which is conducted in accordance with the procedures outlined in section P. above.

Summer school pay is dependent on availability of summer school employment and is governed by the current policies on additional pay, Memo 3-1, Maymester, Summer Sessions and Semester Overload Teaching, http://www.citadel.edu/root/images/BOV/Policies/03-provost/3-1_maymester_teaching.08-09-09.pdf.

T. OUTSIDE WORK POLICY

A member of the faculty should avoid actual or apparent conflict of interest between his or her obligations to The Citadel and his or her consulting/outside activities. Participation in consulting/outside activities is permitted within the following guidelines:

1. All full-time faculty members employed by The Citadel are expected to give full professional effort to their assignments of teaching, research, and service.
2. A member of the Citadel Faculty shall not engage in any occupation, pursuit, or endeavor that will interfere with the regular and punctual discharge of official duties or will denigrate the time or effort the faculty member is able to direct toward these duties.
3. Faculty members are encouraged to participate in professional activity that does not interfere with the regular and punctual discharge of official duties provided the activity meets one of the following criteria: 1) is a means of personal professional development; 2) serves the community, state, or nation; or 3) is consistent with the objectives of the institution.
4. For all activities except single-occasion activities, the faculty member shall report in writing to the Dean or Department Head, as appropriate, the proposed arrangements and secure approval prior to engaging in the activities. The Dean or Department Head reports the activities to the Provost. Such activities include consulting, teaching, speaking, and participating in business or service enterprises.
5. Each School or Department will develop a method of recording prior approval for Faculty consulting/outside activities. These procedures will be submitted to the Dean for approval.
6. The faculty member has the responsibility for submitting a plan for reimbursing the College for

any direct costs which result from the use of the college's personnel, facilities, equipment and/or materials that might occur in the pursuit of consulting/outside activities.

7. Questions involving conflicts of interest in the area of Faculty consulting/outside activities will be resolved by the Department Head, Dean, or Provost, as appropriate.

U. TEACHING AWARDS

The recipient of the James A. Grimsley, Jr., Award for Excellence in Undergraduate Teaching is selected each spring from among the tenured and tenure-track faculty by those students who will participate in the May commencement. Through this award, the graduating class recognizes a faculty member who has significantly influenced them during their undergraduate years.

V. REDUCTION IN FORCE

College Regulations, Section II.5, discusses Reduction in Force for financial exigency, http://www.citadel.edu/ROOT/images/Faculty/college_regulations_after_august_2011_meeting.08-04-11.pdf.

W. DISMISSAL FOR CAUSE

College Regulations, Section II.4c, as well as other sections, discuss dismissal for cause. [Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty](#), Section IV, discusses termination of tenured faculty.

X. FACULTY GRIEVANCE PROCEDURES

The grievance process of the College is reserved for the most serious of alleged offenses. These matters deal not with differences of opinion, but with violations of due process, denial of individual rights, or unequal treatment or discrimination based on sex, race, religion, or national origin.

Faculty grievances are addressed as follows. Appeal procedures are built into the processes for annual evaluation, probationary reappointment, tenure, promotion, and termination for cause. For any other matters, the faculty member is encouraged first to attempt to settle the matter with the offending party. If satisfaction is not reached or if this step is not feasible, the faculty member should present the grievance in writing to the lowest appropriate level not involved in the grievance, Department Head or Associate Dean. If the faculty member is not satisfied with the matter at that level, the grievance and the attempted resolution should be presented in writing to the Dean. If deemed appropriate, the Dean may appoint a Review Committee of three faculty members with a designated Chair. This Committee shall have the authority to interview individuals who may have information pertaining to the grievance and to request records and materials pertaining to the grievance. In a grievance procedure, employees are obligated to provide requested information to their Dean/associate Dean/Department Head, or Review Committee. The Committee shall forward its findings and recommendations to the convening Dean who shall decide the case. The faculty member may appeal the decision of the Dean to the Provost who has the authority to settle all faculty grievances.

Y. EMPLOYEE BENEFITS

Contact the Benefits Office in the Office of Human Resources for information on employee

benefits.

SECTION V– COLLEGE GOVERNANCE

A. SELECTING THE PROVOST

The Provost is appointed by the Board of Visitors upon the recommendation of the President. The Provost is selected as described in College Regulations, Section II.3, http://www.citadel.edu/ROOT/images/Faculty/college_regulations_after_august_2011_meeting.08-04-11.pdf.

B. SELECTING AN ASSOCIATE PROVOST

An Associate Provost will be appointed by the Provost from a list of candidates provided by a Search Committee. The Search Committee shall have 5 members, shall consist of a Chair appointed by the Provost and four other members selected by the Chair subject to approval by the Provost. One member should be a member of Faculty Council. One member should be a member of Academic Board. The other two members of the Committee may be a Dean, a Department Head, tenured Faculty from across the College, a member of the President’s senior staff, or an appointee from outside the College. These compositional roles on the Committee may overlap. For example, the Chair may be a Dean, or may be a Department Head.

The Provost prepares the charge for the Committee and approves all position advertisements. The Committee defines its procedures for conducting the search and screening applicants, and submits the procedures for approval by the Provost. The candidates chosen by the Committee during the search are a recommendation only—the Provost makes the final selection.

C. SELECTING A DEAN OF A SCHOOL

The Dean of a School will be appointed by the Provost from a list of candidates provided by a Search Committee. The Search Committee shall have a Chair appointed by the Provost. The Chair will normally select the other members of the Committee as follows, subject to the approval of the Provost: 1) Each department shall have one faculty member representative. 2) One such member should be a Department Head, and a majority of the others should be tenured. 3) One committee member should be a Dean of a School. The Provost may optionally appoint one other member, who may be a Dean, Department Head, or tenured Faculty from across the College, a member of the President’s senior staff, or an appointee from outside the College to the Committee. These compositional roles on the Committee may overlap. For example, the Chair may be a Dean or may be a Department Head.

In the Schools without Departments, a sufficient number of representatives should be selected by the Chair to provide fair representation for the School.

The Provost prepares the charge for the Committee and approves all position advertisements. The Committee defines its procedures for conducting the search and screening applicants and submits the procedures for approval by the Provost. The candidates chosen by the Committee during the search are a recommendation only—the Provost makes the final selection.

The Dean serves at the pleasure of the Provost. The appointment of a Dean may be terminated at any time by the Provost if, in the opinion of the Provost, the Dean's performance is unsatisfactory. This opinion is based on an annual evaluation that the Provost conducts.

D. SELECTING A DEPARTMENT HEAD

1. Term of Appointment

Academic Department Heads are appointed by the Provost upon the recommendation of the Dean. Appointments shall normally be made with the concurrence of a majority of the Faculty of the Department. If a majority cannot be achieved, the Dean of the School will decide whether an interim Department Head should be appointed, or if a recommendation for a Department Head will be made to the Provost. If the Dean recommends the appointment of a Department Head without the support of a majority of the department Faculty, the Faculty opposing this action may present its views in writing to the Provost.

The Provost decides the length of the appointment of a Department Head. The term is normally one 5-year term. The Provost may terminate the appointment if, in the opinion of the Provost, the department head's performance is unsatisfactory. This opinion is based upon the annual evaluation to be conducted by the Dean.

The Provost or the Dean may call for a formal evaluation of the Department Head's performance at any time during the Department Head's appointment. A complete review of a Department Head's performance may also be initiated by the Provost at the request either of the Department Head or of at least one-third of the department's Faculty members.

A Department Head may be appointed by the Provost to a second consecutive 5-year term, subject to the selection process below and at the discretion of the Provost. An incumbent Head will not normally be considered for a third consecutive term. A person who has previously served as Department Head may be considered again in the future after one 5-year period has passed since the last term of service.

Should an Interim Department Head be required, the Interim Head shall be appointed by the Provost from among the tenured and tenure-track faculty of the Department for a term of up to one year. During that period, the Dean will conduct the search for a Department Head according to the selection process below. An Interim Head will not normally serve more than one year. The Provost may extend an interim appointment only after consulting with the Department's tenured and tenure-track Faculty.

2. Selection Process

This section describes the normal process to follow for selecting a Department Head.

First, all the tenured and tenure-track Faculty in the Department meet to conduct a review of the last 5-year period and answer the following two questions:

- a. What are the goals and direction for the department for the next 5 years?
- b. What leadership is appropriate for the next 5 years?

This meeting must take place during the fifth year of the incumbent's term. The meeting is chaired by the senior member of the Department. The senior member is the person, other than the Department Head, with highest academic rank and longest years-of-service at The Citadel. The review portion is conducted by the Dean and is an opportunity to assess the state of the Department and its programs.

Second, if the incumbent seeks reappointment, then step "a." should include a thorough review of the incumbent's current term, a confidential written evaluation of the incumbent by each tenured and tenure-track member of the Department, and a confidential vote on whether the incumbent should be reappointed. In writing evaluations and voting, department members should consider the items described in Section V,D. on reappointments. The senior member should give this information to the Dean along with the answers to the three questions above.

Third, if the Department and the Dean support reappointment, the Dean will make that recommendation to the Provost.

Fourth, if a search is required, the Dean will ask the senior member to provide the following recommendations to the Dean, after meeting with the Department:

- a. three or more members to serve on the search committee, with one person designated as chair,
- b. one tenured faculty member outside the Department to serve on the Search Committee,
- c. a decision by majority vote on whether the search should be internal or external, with rationale. Each rationale should be signed by the Faculty who support it.

Fifth, the senior member gives the Department recommendations to the Dean. The Dean will select the Committee Chair, establish and formally charge the Search Committee. Normally, this will follow the Department recommendations.

Sixth, the Committee will carry out all responsibilities in accordance with Section IV.D above regarding faculty searches. The Department Search Committee shall make its report to the Dean.

Seventh, the Dean will negotiate with candidates and make a recommendation to the Provost.

Eight, the Provost will make the final decision. The person chosen as Department Head will normally be selected from among the names submitted by the Department Search Committee.

If a department majority cannot be achieved on some point during this process, the Dean may decide whether to appoint an Interim Head or to make a recommendation to the Provost. If the Dean decides to recommend a Department Head without the support of a majority of the department Faculty, the Faculty opposing this action may present its views in writing to the Provost.

3. Considerations for Reappointment

If the incumbent is being considered for a second five-year term, each department member is expected to present those matters on which the Department Head should concentrate in the second term. The Dean shall review the departmental assessment of the Department Head's work, including the votes and supporting statements, and make a recommendation to the Provost.

If the incumbent is being considered for a third five-year term, each department member supporting a third term must provide clear and convincing evidence that this action is in the best interest of the Department and the School. The Dean shall review the departmental assessment of the Department Head's work, including the faculty votes and the statements supporting a third term. If the Dean concurs that a clear and convincing case has been made that a third term is in the best interest of the Department and the School, he or she will so notify the department faculty and make a recommendation to Provost. If the Dean does not believe that a clear and convincing case has been made for a third term, he or she will so inform the department Faculty and, if requested, will meet with the Department to hear their views on the matter. If the final decision of the Dean is not to reappoint the incumbent, this decision will be shared with the Provost, and the formal search for a new Department Head will be conducted as described in the section above.

4. Duties and Responsibilities of Academic Department Heads

The Department Head continues to be a teacher-scholar, but one who has assumed a leadership role. As the faculty member takes on this new role, he/she enters into a realm where tension is an intrinsic component because of competing responsibilities. On the one hand, the Department Head must serve as the advocate and the model of the School to the Department while, on the other hand, he/she is the advocate of the Department to the School. Still, the primary functions of the Department Head are to ensure the Department's full participation in the School's academic life and contribution to the School's academic vigor.

There are four general areas related specifically to the role of Department Head which will be of constant concern:

- a. Faculty leadership and development,
- b. Planning and program assessment,
- c. Management of departmental operations,
- d. Departmental relationships within and outside the College.

Academic Department Heads will be responsible for the professional reputation and administration of their Departments. In conjunction with departmental faculty and with advice from the appropriate Dean, academic Department Heads will develop goals and priorities within their Departments. Academic Department Heads will represent their Departments on Academic Board. In consultation with their faculty, Department Heads are responsible for preparation of departmental budgets and for overseeing departmental expenditures. Academic Department Heads make recommendations for promotions, awards, tenure, and merit pay for departmental faculty members in accordance with College policy. With consideration of faculty members' preferences, academic Department Heads are responsible for assigning departmental faculty members to teach courses

within their fields, and advising and counseling departmental students, as well as appointing departmental committees and defining purposes and goals. Academic Department Heads are provided reduced teaching loads to enable them to carry out the administrative duties of their department. Therefore, overloads for Department Heads are approved only in extreme cases and, when approved, are subject to the same restrictions on dual employment and additional pay earnings that apply for regular nine-month faculty. Department Heads are expected to be available during the summer as is necessary to meet the administrative and student advising responsibilities of their Departments, and will receive a stipend to compensate them for the additional time spent beyond the normal 9-month faculty contract.

5. Annual Department Head Evaluation Procedures

The State of South Carolina requires that each state employee be evaluated annually. Each year, Department Heads are evaluated by their Deans and the members of their Faculty. The Personal Data Sheet is the instrument through which Department Heads provide documentation on which evaluations are based. Data submission and the steps in the evaluation process proceed according to the following general calendar:

- By mid-Jan** Office of Associate Provost for Academic Affairs distributes evaluation packets.
- By mid-Mar** Department Heads submit completed Personal Data Sheets to Dean.
Faculty members submit evaluation of Department Head to Dean.
- By mid-Apr** Deans review Personal Data Sheets for Department Heads and evaluations by department faculty.
Deans provide each Department Head a copy of his/her evaluation Summary Sheet with a merit rating of Exceptional, Successful, or Unsuccessful.
Deans hold individual conferences with Department Heads.
- By end Apr** Deans finalize and document Department Head merit ratings on final Summary Sheet and the Department Head is given the opportunity to comment on his/her evaluation and rating. When the Dean and the Department Head do not reach agreement on a rating, the Dean forwards the Department Head's Summary Sheet with the Department Head's comments to the Provost for resolution.

Department Head evaluation is an essential step in the continuing efforts of the College to improve the quality of its academic programs. It is also through this evaluation that the College documents that expectations are being met in the areas of faculty leadership and development, planning and program assessment, management of departmental operations, and departmental relationships within and outside the College. Department Heads at The Citadel are expected to meet certain basic administrative obligations:

In the area of Department Leadership and Faculty Development,

- A professional standards document has been developed within the context of the college-wide professional standards policy;
- The departmental professional standards document has been formally approved by the Department and is available in writing;

- The faculty members of the Department are clearly informed on expectations for scholarship and faculty development.

In the area of Department Planning and Assessment:

- Department faculty is involved in program assessment;
- Department has written plans for assessing all programs;
- Annual assessment reports are complete and submitted promptly;
- Annual plans are complete and relate to annual assessment results and the strategic goals/priorities of the College.

In the area of Management of Department Operations,

- Department Head is expected to comply with all college policies (annual evaluation, probationary reviews, tenure, promotion, etc.), meet all prescribed deadlines (schedule preparation, budget submission, award recommendations, etc.), keep the department faculty informed of issues facing the Department and the College, present department needs realistically, and involve the department faculty as appropriate in department operations.

In the area of Relationships Within and Outside the College,

- Department Head is expected to develop a department policy on public and community service as defined by the College and must stress this area in his or her own activities and in annual evaluations of department faculty.

A specific section of the Personal Data Sheet (PDS) provides each Department Head the opportunity to describe noteworthy contributions which he or she has made to the administration of the Department during the period being reviewed.

Deans are expected to address on the Evaluation Summary Sheet any significant themes, positive or negative, presented through department faculty evaluation of Department Heads and to rate each Department Head. The Department Head is given the opportunity to comment on his or her evaluation and rating on the Summary Sheet. If the Department Head and the Dean do not come to agreement on the rating, all materials are forwarded to the Provost for final resolution.

E. SELECTING THE DIRECTOR OF LIBRARY SERVICES

The Daniel Library functions in many ways, like other academic departments. However, the scope of the responsibilities of the Director is interdisciplinary and also has a College-wide impact. Therefore, the search for a Director should be conducted like the search for a Dean rather than as for a Department Head.

F. ACADEMIC BOARD

The Academic Board consists of the President; Provost; the Associate Provost for Academic Affairs; the Associate Provost for Planning, Assessment, and Evaluation; the Associate Provost and Dean of the Citadel Graduate College; Deans and Associate Deans of Schools; the Heads of academic Departments and ROTC detachments; the Director of Library Services. The Registrar, the Associate Provost and Dean of CGC, the Associate Provost and Dean of Evening Undergraduate

Studies and the Chair of Faculty Council are ex-officio, non-voting members. The President serves as Chair. In the absence of the President, the Provost acts as chair. The Associate Provost for Academic Affairs serves as secretary. The Academic Board rules on all matters concerning the academic programs of the College. Some recommendations, such as establishing new Schools, Departments or majors, are forwarded to the Board of Visitors for approval.

G. GRADUATE COUNCIL

The Graduate Council assumes responsibilities in the area of graduate academic programs. The Graduate Council is chaired by the Provost and consists of the Provost, the Associate Provost and Dean of the (Citadel Graduate College) CGC, the Director of Library Services, and a designated representative from each School or Department that offers a graduate program. The Dean of CGC chairs the Graduate Council when the Provost is absent. Departments or Schools with average enrollment of more than 150 students over a three-year period have one additional representative. The Registrar and the Chair of Faculty Council are ex-officio, non-voting members.

H. FACULTY COUNCIL

The first meeting of Faculty Council was held on 24 September 1968. Since its founding, the Council has served as a channel of communication between the faculty and the administration, and as the representative body of the Faculty in considering institutional issues and policies. Serving on Faculty Council is a significant honor and should be taken seriously by Faculty who are asked to serve and by those they represent. The Council is advisory in nature, but its recommendations can and do influence College affairs.

The Chair of Faculty Council is expected to lead the Council and to conduct monthly meetings of the Council. The Chair regularly represents the Council and the faculty as a member of Academic Board and as an ex-officio, non-voting member of Graduate Council; at Presidential Staff meetings; and to the BOV. The Chair may attend other administrative meetings as need arises. Because of the responsibilities of this position, the teaching load of the Chair is reduced by one course during each semester of service.

Members of the Council are drawn from each academic Department, the Library and ROTC units. The exact composition is given in the [Faculty Council Constitution](#). The current official Constitution and Bylaws are available online via the [Faculty Council website](#), <http://www.citadel.edu/fcmte-faccouncil/>, <http://www.citadel.edu/fcmte-faccouncil/constitution.html>.

I. STANDING COMMITTEES

Standing Committees of the Faculty and Standing Committees of the College assist in conducting various college programs each year. The Provost or Associate Provost for Academic Affairs appoints members to these committees so that they may meet early in the fall semester. Faculty membership on these committees is recommended by the Committee on Committees of the Faculty Council and approved by the Associate Provost for Academic Affairs.

The current list of Standing Committees and their associated websites can be found at <http://www.citadel.edu/root/faculty-committees>. Committee charters, minutes, reports and other information are found within the respective committee's website.

SECTION VI – PROFESSIONAL DEVELOPMENT

A. THE CITADEL FOUNDATION

Through an annual grant to the College that is administered by the Provost, The Citadel Foundation (TCF) provides financial support for the academic enrichment of the College, both for Faculty and students. All donations to the College, such as from alumni, faculty, friends, foundations, and corporations, are handled through TCF.

B. FACULTY DEVELOPMENT GRANTS

The Faculty Development Committee evaluates proposals for a wide variety of activities undertaken by a faculty member to improve his or her professional competence and productivity. All full-time tenured or tenure-track members of the Faculty are eligible for faculty development grants. Members of the professional staff are also eligible when their proposed activities involve direct support of instruction or of an academic program. Eligibility questions should be referred to the Provost. More information is available on the committee website at <http://www.citadel.edu/fcmt-facdev/>.

C. SABBATICALS

Sabbatical leaves are designed to give the faculty member time for further professional development through research, private study, travel, writing, etc. Sabbatical leaves may not be used for work toward an advanced degree. The sabbatical leave is a privilege, awarded through a competitive peer-review process. Additional information can be found on the Sabbatical Committee website at <http://www.citadel.edu/root/fcmt-sabbatical/>.

Tenured faculty members who have completed six years of service at The Citadel are eligible to apply for a sabbatical. Faculty members who have received a sabbatical at The Citadel in the past must complete at least seven years of further service before they are eligible for another award.

The normal sabbatical award is one full year at full pay or one semester at full pay. As part of the review of each sabbatical proposal, the Dean or Department Head is asked to describe how the teaching load of the applicant would be addressed should the sabbatical be awarded. In most situations, it is expected that the teaching load of a faculty member on a one-semester sabbatical will be absorbed into the teaching loads of his or her school/department colleagues. When the sabbatical is for a full year, the School/Department is provided funding through the adjunct budget.

Up to four full-year sabbatical awards are made each year, and these awards are highly competitive and are generally made on the basis of the outstanding scholarship of the candidate and the strength of the research being proposed.

Subject to the needs of the College and the School or Department involved, a member of the Faculty

who has served in an academic administrative position (academic Dean or academic Department Head) at the College for at least 5 consecutive years and then returns to full-time teaching is eligible for a sabbatical leave of one semester at full-pay. Likewise, a member of the Faculty who has served in an academic administrative position (academic Dean or academic Department Head) for at least 10 consecutive years and then returns to full-time teaching is eligible for a sabbatical leave of one full year at full pay. The awarding of these sabbaticals will in no way influence the number of faculty members who are awarded sabbaticals for the same year. Sabbaticals for former academic administrators will be treated as normal sabbaticals, and the recipients will not be eligible to apply for another sabbatical until the prescribed time has elapsed.

D. RESEARCH AND PRESENTATION GRANTS

The Research Committee encourages and actively supports research at The Citadel. More details can be found at <http://www.citadel.edu/fcmte-facresearch/>.

E. OFFICIAL TRAVEL

Travel on official Citadel business must be approved in advance. In general, travelers should use the most economical mode of transportation consistent with efficient accomplishment of their mission. A limited number of Citadel vehicles are available for official travel. Use of these vehicles is controlled by the Director of the Motor Pool and is normally limited to trips within South Carolina, within a radius of three hundred miles or for multiple passengers when such is more economical than the use of commercial transportation.

The use of privately owned vehicles (POV) is permissible when the principles of economy and efficiency will best be served. Compensation for the use of POV will be made at rates per mile as announced in current directives, which are available at <http://www.citadel.edu/fins/cars.html>.

Compensation for expenses other than transportation will be made at the rates announced in current Citadel directives which are on The Citadel's website at <http://www.citadel.edu/fins/Travel.html>. Expenses for meals will normally be reimbursed only if incurred as a result of an overnight stay. Reimbursement for travel expenses must be submitted within 60 days of completing travel.

Any Citadel employee traveling on official College business must complete an Official Travel Authorization Request. The form is available online thru One-Stop at http://coldprd.citadel.edu/cwscntl/cws0010_log.cfm.

SECTION VII – PROGRAMS AND POLICIES

A. ACADEMIC PROGRAMS

The current Undergraduate Catalog lists undergraduate programs and degrees offered by The Citadel. The undergraduate programs are primarily for the Corps of Cadets and may also serve other groups of students such as active duty officers, returning veterans and 5th-year students, http://www.citadel.edu/root/images/Academic_Resources/2012-13-sccc-catalog.pdf.

The current Graduate Academic Catalog lists information about graduate, graduate certificate and

evening undergraduate degree programs, http://www.citadel.edu/root/images/CGC/2012-2013_CGC_Catalog.pdf.

Information about the Daniel Library and the collections and services it provides can be found at <http://library.citadel.edu/home>.

Information about the Academic Support Center and the services and workshops it provides can be found at <https://sites.google.com/site/thecitadelasc/>.

B. ACADEMIC INTEGRITY POLICY

The Citadel's Academic Integrity Policy and other regulations governing cadet and non-cadet conduct are set forth in the Memo. No. 7, Regulations for Non-Cadet Students and Cadets in Day Student Status for Fall and Spring Semesters and All Students for Maymester and Summer School and Barracks Regulations for Maymester and Summer School on the Citadel Policies website, http://www.citadel.edu/root/images/BOV/Policies/03-provost/regs_for_non_cadets.pdf.

Students and faculty both should understand that academic integrity applies equally to electronic media and online courses as it does to traditional face-to-face courses and printed material.

C. TEACHING RESPONSIBILITIES

Effective teaching is a Citadel faculty member's primary function. Research and scholarly activities, and service are important, but secondary to teaching. Department Heads normally develop a schedule of courses to be offered each term for several years in the future, incorporating the policies described here. These schedules are typically widely publicized so that Faculty and students plan ahead.

Memo 3-1, Maymester, Summer Sessions and Semester Overload Teaching, which can be found at, http://www.citadel.edu/root/images/BOV/Policies/03-provost/3-1_maymester_teaching.08-09-09.pdf, should be consulted when reading this section.

1. Undergraduate Teaching Loads

A normal teaching load is 4 three-credit courses, or 12 credit hours, per semester, with no more than 3 distinct courses to prepare. A normal teaching load is also 24 credit hours (8 three credit courses) per academic year. The latter gives Department Heads and Faculty flexibility in scheduling more hours one semester and fewer hours in the other, subject to reasonable constraints and the needs of the Department.

If one or more 4-credit courses are assigned, 14 contact hours is the normal limit. When the teaching load consists *only* of non-credit required physical education courses, the normal load is 16 contact hours.

The content preparation effort required for lab courses varies across disciplines, such as ROTC, Leadership and the Sciences. Department Heads have discretion in assigning labs and credit hours so that faculty are not unduly overloaded.

The normal teaching load allows faculty to meet with and mentor students and to engage in scholarly activities, professional activities and service. For these reasons, faculty should avoid teaching overloads. See Section VII, C.5.

A faculty member is responsible for talking to the Department Head or Dean if there is a problem with courses that have been assigned or other factors that may affect fulfilling their expected course load.

2. Graduate Teaching Loads

The normal teaching load is 3 courses totaling 9 credit hours when one or more graduate courses are assigned. This represents a 3-hour or 1 course reduction, as compared to teaching only undergraduate courses. Faculty may receive additional course reductions for other responsibilities, but not for teaching more than one graduate course.

The teaching load when teaching graduate courses reflects the expectations of accrediting bodies that faculty spend additional time in student instruction through avenues such as mentorships, student collaboration in research, and non-credit seminars/symposia. Evening undergraduate courses, though taught in the evening, and administered through CGC, do not typically carry a course reduction. As with undergraduate teaching loads, a faculty member is responsible for talking to the Department Head or Dean if there is a problem with courses that have been assigned or other factors which may affect fulfilling their expected course load.

In some disciplines, teaching more than 1 graduate course in a given semester is considered a hardship or overload. Faculty members in some disciplines routinely expect to teach 2 or 3 graduate courses. It is up to the Department or School in each discipline to determine what is normal and expected for Faculty in that discipline, and to set policies accordingly.

3. Reduced Teaching Loads

Some circumstances warrant reduced teaching loads for Faculty. Faculty with reduced loads will normally teach at least 2 courses, regardless of the justification for a reduced load.

The following Faculty positions normally warrant a 2-course reduction, or teaching load of 6 semester hours or 7 contact hours, regardless of whether these hours are graduate, undergraduate, or honors courses: academic Department Heads, Endowed Chairs, and the Honors Program Director.

The following faculty positions normally warrant a 1-course reduction, or a semester teaching load of 9 semester hours or 10 contact hours, regardless of whether these hours are graduate, undergraduate, or honors courses: Faculty Council Chair; Chair of formal accreditation studies, during the period of actual preparation of the study.

The responsibilities of the positions above may warrant an additional course reduction. Such circumstances must be presented in writing to the Department Head.

Some service, administrative duties, professional undertakings, or personal circumstances may warrant a reduced teaching load. In all such cases, a written request with a justification must be presented to the faculty member's Department Head or Dean. The Department Head or Dean will make the final decision.

Examples of service include Chair of the Faculty Tenure and Promotion Committee in years when the number of candidates is quite large; Chair of the Curriculum and Instruction Committee in years when major curricular reforms are undertaken; and Program Director for a major undergraduate or graduate program. Examples of significant undertakings are development or extensive revisions of an academic course and significant research efforts. A request must include: a detailed description of the work to be undertaken, the teaching reduction being sought, the period of the reduction, and how the department will address the proposed reduction.

A faculty member may reduce his or her teaching load by a contractual arrangement with a funding agency. In such cases, a grant, approved through college channels, funds this reduction.

Any faculty member may request a reduced teaching load from the Department Head or Dean.

4. Teaching Loads for Contract Faculty

Faculty employed on a full-time contract, but outside of the tenure track, will ordinarily be expected to carry a 15-semester-hour or 18-contact-hour teaching load. These extra hours in the classroom replace committee assignments, advising responsibilities, scholarly productivity, and community service expected of tenure-track faculty.

5. Overload Teaching

Under normal circumstances, teaching overloads should be avoided. When possible, qualified adjunct faculty should be hired to alleviate overload situations.

When a full-time faculty member is teaching only undergraduate courses and competent, qualified adjunct faculty are not available or the particular assignment is in the best interest of students or the program, a one-course overload is acceptable. This determination is made by the Department Head in consultation with the affected faculty member. Compensation may be additional pay or a one-course reduction in a future semester, http://www.citadel.edu/root/images/BOV/Policies/03-provost/3-1_maymester_teaching.08-09-09.pdf.

When a faculty member is teaching one or more graduate courses, overload assignments are to be made only under extreme conditions and with the prior approval of the Dean and the Provost.

6. Teaching during Maymester or Summer

Memo 3-1, Maymester, Summer Sessions and Semester Overload Teaching, which can be found at, http://www.citadel.edu/root/images/BOV/Policies/03-provost/3-1_maymester_teaching.08-09-09.pdf, describes teaching and pay during Maymester or summer.

7. Course Syllabi

At the beginning of each course, the professor will provide for each student a course syllabus which contains among other information a reasonably detailed description of the material the course will cover, the academic goals which have been set, the prerequisite experiences which are needed in order for the student to be prepared to take full advantage of what is planned for the course, grading methods, relative weights of each type of assignment (homework, examinations, papers, etc.), and any restrictions to be imposed on giving or receiving assistance or working in groups.

8. Office Hours

It is extremely important that students have ready access to their professors and that they be encouraged to take full advantage of this opportunity. It is equally important that members of the faculty be able to reserve blocks of time for their scholarly and professional activities. Each professor should, therefore, establish and publish specific office hours during which students can feel free to visit and seek assistance. The heavy concentration of morning classes and regularly scheduled cadet activities (drill, parade, required formations, etc.) should influence the selection of these hours. Each professor should also be available by appointment when regular office hours cannot meet the students' needs for assistance. For professors teaching in graduate and evening programs, office hours must suit the schedules of the students in each individual class and may involve evening and weekend periods.

D. DIRECTED STUDIES/RESEARCH

The Citadel is a teaching college, and the value, both to the student and the teacher, of independent studies and directed research is clearly understood. It is expected that every faculty member will occasionally be called upon or will have the opportunity to participate in one or both of these activities and will do so as part of his or her normal teaching load. Because the nature of these teaching opportunities differs dramatically across the various schools/departments, each school/department prepares its own guidelines regarding when these special assignments begin to consume, either during one semester or over several semesters, a significant portion of the faculty member's time. The Dean/Department Head is responsible for final decisions on when a teaching load reduction or overload compensation is deemed appropriate within these guidelines.

E. HONORS PROGRAM

The Citadel Honors Program was officially established in the spring of 1987 to provide exceptional learning experiences for a limited number (15-30 per year) of outstanding students whose past records indicate that they can take full advantage of the personal student-teacher relationship which the tutorial-based honors curriculum provides. Honors courses augment the current curriculum of the College by offering for these selected students experimental and alternative means of education grounded in the methods of intellectual inquiry.

1. Governance

The Director of the Honors Program governs the Honors Program. An Honors Council advises and assists the Director in governing. The Honors Council is comprised of at least four current or former Honors faculty and two Honors students. The heavy involvement of the Honors students in this Council is intended to ensure that addressing the needs of these exceptional students will continue to

be the primary goal of the Citadel Honors Program.

2. Course Development

Proposals from faculty members wishing to teach in the Honors Program will be accepted by the Honors Director and presented to the Honors Council for evaluation. Those which are intended to meet core curriculum requirements will be coordinated with the appropriate schools/departments and the Core Curriculum Oversight Committee.

F. ATTENDANCE POLICY FOR CADETS

Class attendance is mandatory, but students may miss class for legitimate reasons. When a student must miss a scheduled test for an authorized reason, he or she must confer with the instructor at the first available opportunity, normally prior to the absence, to plan for appropriate rescheduling. Guard duty is not a legitimate reason for missing a scheduled test or a laboratory or for failing to submit a paper or project when due.

Faculty members are expected to adhere to the College's published class schedule for class dismissal times. This is a professional courtesy and reinforces compliance with class attendance policies. At the beginning of each semester, the instructor should explain the absence policy to each class. Course Syllabi should explain the absence policy in writing.

Students whose names do not appear on the official class rolls in the Class Absence System (CAS) must not be admitted to class, and these students must be sent immediately to the Registrar's Office.

All professors and instructors are expected to report absences and late arrivals in CAS the same day as class is held. Instructors may choose to keep their own attendance record as well. This is because CAS is used for both academic and military purposes.

Absences, whether excused or unexcused, in excess of 20% of the meetings of a particular course can, at the discretion of the professor, result in a grade of "F" in the course. When class attendance is used to adjust or determine a cadet's grade, the faculty member's class attendance record will provide the official attendance record. Faculty members may correct submitted class absence data for six working days after the day the class meets by sending this information to the Associate Provost for Academic Affairs. However, the Associate Provost for Academic Affairs will accept no late class absence submissions from the Faculty after the last day of classes each semester.

Attendance data is collected in an electronic database to which the offending cadet's Academic Officer, Unit Commander, and Tactical Officer have access after 6:30 PM each day. These individuals determine if the absence is Excused or Unexcused. This action has no bearing on the 20% rule discussed above.

If a student claims to have been marked absent or late on a given day by mistake, the student must, *within seven days*, get a note signed by the instructor to that effect before the mistake can be corrected in the CAS. Problems or issues with absences should be addressed to the Associate Provost for Academic Affairs.

G. FINAL EXAMINATIONS

All professors and instructors are expected to adhere to the policy of final examinations as stated by the Registrar's Office: <http://www.citadel.edu/root/policy-on-final-examinations>.

H. GRADING POLICIES

Grading policies are defined in course catalogs. For SCCC undergraduate programs, see the [Undergraduate Catalog](http://www.citadel.edu/root/images/Academic_Resources/2012-13-sccc-catalog.pdf), http://www.citadel.edu/root/images/Academic_Resources/2012-13-sccc-catalog.pdf. For programs administered through CGC, see the [Graduate Academic Catalog](http://www.citadel.edu/root/images/CGC/2012-2013_CGC_Catalog.pdf), http://www.citadel.edu/root/images/CGC/2012-2013_CGC_Catalog.pdf. Any grading policy that is not spelled out in a catalog should be spelled out in the instructor's course syllabus.

I. STUDENT GRIEVANCES

The grievance process of the College is reserved for the most serious of alleged offenses. These matters deal not with differences of opinion, but with violations of due process, denial of individual rights, or unequal treatment or discrimination based on sex, race, religion, or national origin.

Students who feel that they have an academic grievance are directed first to confer with the instructor or other individual(s) involved. When this does not result in satisfaction or if this step is not feasible, the student should present the grievance in writing to the lowest appropriate level not involved in the grievance, Department Head or Associate Dean.

If the matter remains unresolved, the student may present the grievance and the attempted solution in writing to the appropriate Dean. If deemed appropriate, the Dean may appoint a review committee consisting of three faculty members, with one designated as chair and a student in good standing from the same student category as the grieving student. This committee shall have the authority to interview individuals who may have information pertaining to the grievance and to request records and materials pertaining to the grievance. In a grievance procedure, all employees and students are obligated to provide requested information to the Dean/associate Dean/Department Head, or Review Committee. The Committee shall forward its findings and recommendations to the convening Dean who shall decide the case. The student may appeal that decision to the Provost who has the authority to settle all student grievances.

J. ADVISING RESPONSIBILITIES

1. Faculty Academic Advisor

Selected members of the Faculty serve as student academic advisors. Duties are varied but include assisting advisees with course selection and the registration process through utilization of the on-line Banner monitoring the student's progress and suggesting remedies for deficiencies which may surface, and providing general counsel concerning academic matters. Though students are encouraged to visit their advisors throughout the academic year, mandatory planning sessions are designated each semester during pre-registration and registration. Advisors should also require that their undergraduate advisees meet with them to discuss their midterm grades or any time it becomes clear that the student is experiencing academic difficulties.

In addition to the graduation requirements for the academic major, faculty advisors should be prepared to advise students on College policies which directly affect these requirements. Most of these policies are contained in the Academic Policies section of the *College Catalog* and in the *Advising Handbook*.

Should the academic performance of an advisee clearly indicate that satisfactory progress toward meeting degree requirements cannot be expected, the faculty advisor should bring the matter to the attention of the student and the Dean/Department Head, who should review the record and counsel the student about options, including the possibility of a change of major.

In the spring semester of each year, faculty advisors assist rising seniors as they review their academic records and prepare a plan for meeting graduation requirements. The student's degree audit and transcript are available to advisors through online Banner Self-Service.

2. Company Academic Advising

Company Academic Advising is the responsibility of the Provost/Designee of the Provost. The Corps of Cadets is organized as a regiment, with a regimental staff; five battalions, each with its own battalion staff and each living in one of the five barracks; and 21 cadet companies consisting of approximately 120 cadets each. Each of these units is responsible for its own operation within the guidelines provided by the President and with limited outside supervision by the Office of the Commandant of Cadets. Because the cadet lifestyle is such a significant part of the cadet educational experience, the academic life and cadet life of the student cannot be separated, and the academic environment of the barracks is of critical importance. The regimental and battalion staffs and each cadet company are assigned a specially chosen member of the Faculty or staff who works closely with the Tactical Officer and the cadet chain-of-command to ensure that military and academic requirements placed on the cadet are compatible with the educational mission of the College and that cadets take full advantage of the academic support opportunities available on the campus. Company Academic Advisors work directly with the cadet company and battalion academic officer (specially selected seniors who are responsible for the academic environment in the company areas). Company Academic Advisors are expected to visit their cadets in the company area during Evening Study Period (ESP) and eat with their cadet companies in the mess hall. During these visits, most time is spent talking with and counseling freshman cadets, but the Company Academic Advisor serves as an advisor for all cadets in his or her company.

3. Non-Academic Advising

The Citadel is a teaching institution and recognizes that much of the college educational experience takes place outside the classroom. Therefore, in addition to serving as academic advisors for student majors, faculty members have opportunities to serve as advisors for a number of student organizations, clubs, and activities.

The Director of Cadet Activities is responsible for extracurricular cadet activities and provides guidelines for all faculty members who elect to serve as advisors for these activities. The Director of Intramurals and Club Sports provides guidelines for all faculty members who elect to serve as advisors for these activities.

K. STUDENTS WITH DISABILITIES

Students with disabilities should contact the Director of the Academic Support Center for help in establishing reasonable accommodations. A faculty member, staff member, student, or parent may refer a student with a documented or suspected disability. More information is found online at, <http://www.citadel.edu/root/asc>.

L. OWNERSHIP OF INTELLECTUAL PROPERTY

The Citadel has among its primary purposes teaching, research, and the expansion and dissemination of knowledge. Products of these endeavors include the development and use of intellectual property. It is the policy of the College that its Faculty, staff, and students carry out their scholarly work in an open and free atmosphere that encourages publication and creation of such works without constraint but consistent with applicable laws and College policy. This policy *will be* in accord with the guidelines and criteria published in The American Association of University Professors' "Statement of Copyright" (*Policy Documents and Reports*. Ninth Edition, 2001, or subsequent editions).

1. Definitions

Directed Works are defined as those specifically funded or created at the direction of the College and which may or may not include exceptional use of College resources. They are distinguished from non-directed works, which are pedagogical, scholarly, literary, or aesthetic works resulting from non-directed effort.

Exceptional Use of College Resources is defined as the provision of resources or support by the College for the creation of a work that is of a degree or nature not routinely made available to College employees. Sabbatical leaves, faculty research grants, and faculty development grants awarded by the College upon the recommendation of the Research, Faculty Development, or Sabbaticals Committees, although competitive, are routinely available to the faculty and are therefore deemed non-exceptional unless specifically designated otherwise by agreement between the originator and the Provost.

2. Policy

Ownership of intellectual property will reside with the originator, whether a member of the Faculty, a member of the staff, or a student, unless: (a) the property is created at the specific direction of the College; or (b) the originator has made exceptional use of College resources in creating it.

At the time when the work is directed by the College or at the time when the College makes exceptional resources available to the originator of intellectual property, the Provost and the originator will together determine ownership and will negotiate a written agreement concerning that property. These determinations will be made on a case-by-case basis.

M. PRINCIPLES GOVERNING GRADUATE EDUCATION

In preparing guidelines for graduate courses offered for professional development of school personnel, the South Carolina Commission on Higher Education studied the distinction between

graduate and undergraduate courses in general. The resulting guidelines characterize “all graduate courses, whether part of a degree program or for the more narrow purposes of professional development”

Graduate education differs from undergraduate education and other in-service experiences in six ways:

1. It involves a greater depth of learning.
2. It involves an increased specialization or focus.
3. It involves a more advanced level of instruction.
4. It emphasizes student self-direction.
5. It emphasizes dynamic interaction with the subject matter, the instructor, and other students.
6. It focuses on the generation of knowledge through research and/or the application of new knowledge.

All graduate education programs at The Citadel must incorporate these principles.

N. STUDENT SUPPORT PROGRAMS, SERVICES, AND ACTIVITIES

The student support programs, services, and activities offered by The Citadel complement and support students' academic development by:

- promoting discipline, responsibility, character development, and self-confidence;
- equipping students with skills necessary for academic success;
- developing leadership skills;
- enhancing moral and spiritual development;
- increasing cultural awareness and the appreciation of diversity;
- encouraging students to become responsible professionals in their chosen fields; and
- providing activities that promote personal health and physical fitness.

The intent of the student support programs is to encourage the development and integration of personal values and habits that will remain with the individual for life.

O. THE CITADEL EXPERIENCE INTEGRATION TEAM (CEIT)

The Citadel Experience Integration Team (CEIT) is responsible for the integration of all efforts at delivering a Citadel Experience that develops principled leaders. The team is organized around representatives for all four of the “pillars” of the Citadel Experience: academics, military, physical, and moral/ethical. The team reports to the President each semester on activities and progress, and the composition of the team includes:

- Provost (Chair)
- Commandant (Vice Chair)
- Associate Provost for Academic Affairs
- Associate Provost for Planning, Assessment, and Evaluation
- Director of the Krause Center for Leadership and Ethics
- Visiting Professor of Leadership & Deputy Director of the Krause Center for Leadership

and Ethics

- Director, Academic Leadership Programs
- Coordinator, Service Learning Programs
- Chaplain to the SCCC
- Staff Member, HESS
- Faculty Honor Advisor
- Representative from ROTC

P. CONFIDENTIALITY OF STUDENT RECORDS

The Citadel complies with the Family Educational Rights and Privacy Act (FERPA), <http://www.citadel.edu/root/ferpa>. Any questions regarding this policy should be discussed with the Department Head, Dean, or the Citadel's General Counsel.

Q. SEXUAL HARASSMENT AND VIOLENCE POLICY

Memo 2-25, http://www.citadel.edu/root/images/BOV/Policies/02-president/2-25_sexual_violence_prevention_and_response_policy.01-11-12.pdf, is the Sexual Violence Prevention and Response Policy. Memo 2-26, http://www.citadel.edu/root/images/BOV/Policies/02-president/2-26_sexual_harassment_policy.01-10-12.pdf, is the Sexual Harassment Policy. The Citadel Policies website also links to forms and other information for reporting incidents in various annexes to these policies.

SECTION VIII – SUPPORT SERVICES

A. ACADEMIC SUPPORT CENTER

The mission of the Academic Support Center (the Center) is to aid students in their transition to college life and to help them achieve individual academic success culminating in graduation. For undergraduate students, the Center offers a variety of programs including Subject-Area Tutoring (SAT), the Math Lab, the Writing Lab, Supplemental Instruction (SI), the Learning Strategies Program, the Corps Squad Program (academic services program for student-athletes), and Services for Students with Disabilities. Graduate students may use the Writing Lab. The Center serves Faculty, staff, administrators, alumni, and the surrounding community through direct services or through outreach programs. The Center also provides academic advising information for both faculty advisors and undergraduate students. Students may contact the Academic Support Center to make an appointment in person, through e-mail at, <http://www.citadel.edu/root/asc-about>, or by calling 843-953-5305.

B. CADET ADVOCACY, RESPONSE, AND EDUCATION PROGRAM (CARE)

The Cadet Advocacy, Response, and Education Program (CARE) deals with sexual harassment, assault and rape among cadets. The program has several related purposes: create a culture and climate of respect that will help prevent sexual harassment, assault, and rape through awareness training, education, and the consistent enforcement of standards; provide victim support and response services for each report of sexual assault and sexual harassment; provide guidance to cadets who are accused; advise Human Affairs Team members, 1-in-4 members, and Women

Against Sexual Assault (WASA) group members; develop and maintain relationships with community members.

As of this writing, a website is being developed with additional information for cadets and faculty. If a faculty member or cadet has reason to believe that an incident has occurred, below is a list of numbers that may be used to report it or to get help:

Director of CARE:	3-7277 (o) or 425-1315 (24/7 cell)
Public Safety:	3-5114
Ombudsperson:	3-7953 or 3-5096
Infirmary:	3-5447 (24/7)
Counseling Center:	3-6799
People Against Rape:	745-0144
Medical University Hospital (ER):	792-9127 (within 125 hours)
Police:	911

C. OFFICE OF EXTERNAL AFFAIRS

Faculty members are not prohibited from talking to news media representatives. However, all public announcements of an official nature must be released through the Office of External Affairs (OEA). More information can be found online at, <http://externalaffairs.citadel.edu/>.

The OEA is also responsible for assisting members of the faculty and staff in their efforts to publicize events and activities and to affect the liaison with communications media required for the placement of such items.

D. INFORMATION TECHNOLOGY SERVICES (ITS)

Information Technology Services (ITS) is responsible for providing most computing and computer networking services at The Citadel. This operation supports both academic and administrative computing, and the services provided, which include a variety of training classes and workshops, are available to all students, faculty, and staff at no charge.

Almost all of the personal computers (PCs) installed in open labs and faculty offices have been purchased with the support of The Citadel Foundation. Information on Information Technology Services is available on The Citadel's website at, <http://www.citadel.edu/computing/>.

E. PUBLIC SAFETY AND SECURITY

The Department of Public Safety, headquartered at Lesesne Gatehouse, provides The Citadel with all police services normally provided in a small community. Officers are available to assist any member of the Citadel Faculty, staff, student body, or any campus visitor.

1. Parking and Traffic Regulation

Vehicles parked on campus must be registered with the Department of Public Safety within five working days of the time of first entry onto campus.

The speed limit on the Citadel campus is 15 mph unless otherwise posted. Vehicles may not be

parked or allowed to stand in a lane of traffic or on any curb designated by yellow curbing or no-parking signs. Pedestrians always have the right-of-way on the Citadel campus. Streets are two-way unless otherwise posted.

The Department of Public Safety is responsible for investigating and reporting to the State all on-campus accidents involving vehicles. A Public Safety Officer must be summoned immediately when there is an accident on campus. The vehicle(s) must not be moved prior to the arrival of the officer.

Parking is extremely limited on the Citadel campus. Therefore, it is essential that the parking regulations be strictly followed. On-campus parking in specified lots is available at a reasonable fee to all faculty members. Faculty members will be assigned to the lot closest to their primary office area, space permitting. A copy of The Citadel Parking Plan is available for review from the Department of Public Safety. In addition, a synopsis of the regulations on parking and vehicle operation is included in The Citadel traffic brochure given to each vehicle registrant.

2. Campus Safety

The Citadel is one of the more secure areas in the Charleston locale. The Faculty and Staff play an important part in maintaining this security. Employees residing on campus are requested to notify the Department of Public Safety when they are going to be off-campus or when their quarters are going to be uninhabited for an extended period. This information allows Public Safety Officers to increase their surveillance over the affected quarters. Likewise, classrooms and offices should be securely locked when the faculty or staff member responsible for them is not present.

Faculty members are given a copy of the current campus security brochure at the time of employment. This brochure is published annually in compliance with the Campus Security Act of 1990.

F. EMERGENCY PROCEDURES POLICIES

The Citadel Safety and Emergency Procedures Program is available through the Office of Public Safety.